



British Columbia Lottery Corporation

Culture Assessment

TELUS Transformation Office

December 12, 2018



1.0 Executive Summary

BCLC is an organization comprised of engaged, dedicated employees that strive to do what's good for customers and the Province of British Columbia. Employees possess a shared purpose in addition to exemplifying a resilient and proud culture focused on providing an incredibly valuable service to British Columbia.

BCLC executives realize that even with a dedicated, customer-centric team, change is needed. The organization's customers or players have new expectations, and BCLC faces threats from disruptive competitors that didn't previously exist. As a result, BCLC wants to introduce a more agile mindset to help the organization reduce bureaucracy, flatten hierarchies and better collaborate to ensure customer needs are met. The desired end state is one where teams make quick yet thoughtful decisions, based on a shared vision and strategic plan.

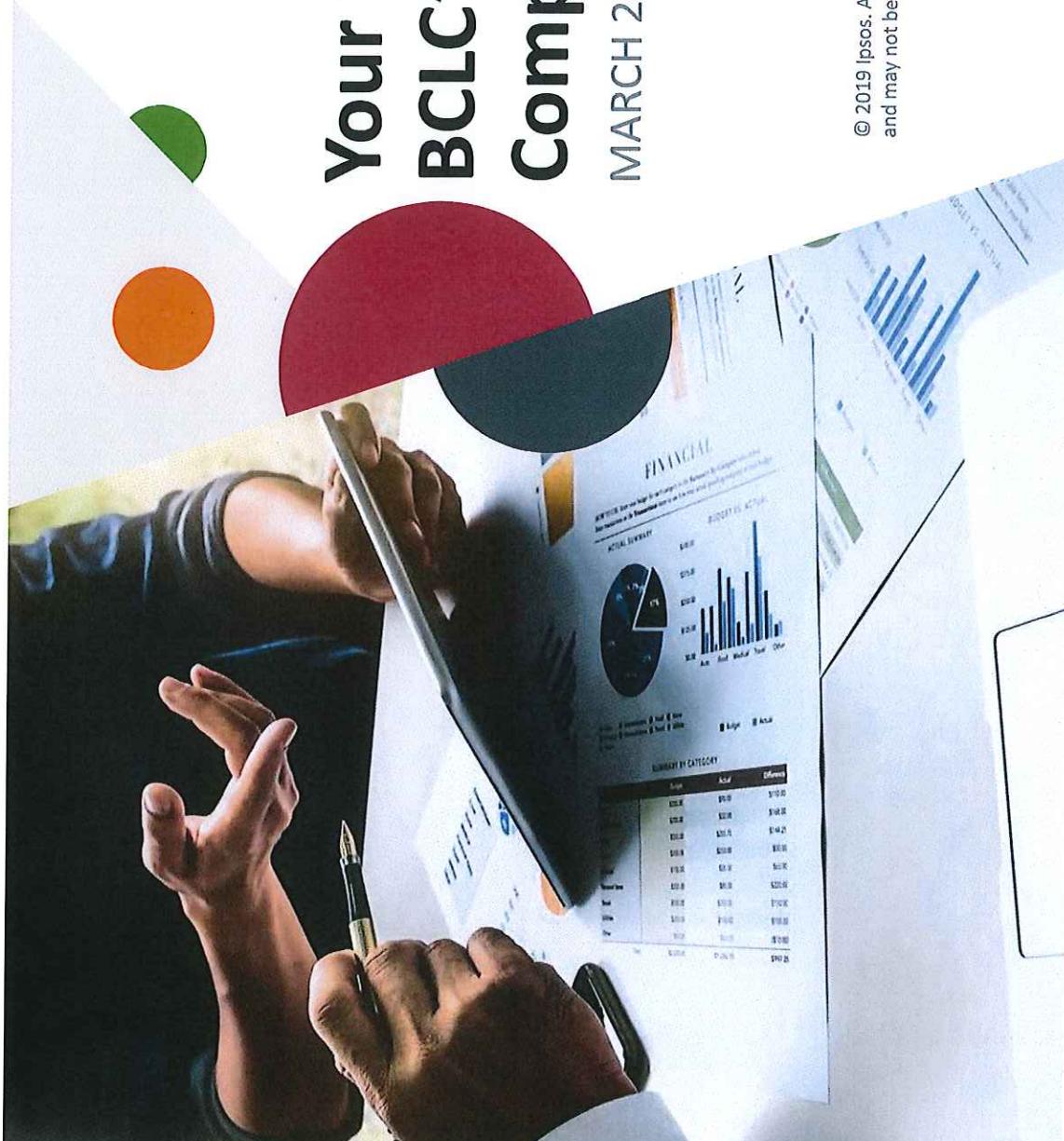
Executives ought to ensure that changing how the organization communicates, collaborates and prioritizes customer initiatives does not come at the expense of their already engaged culture. This change will require the support and dedication of the entire workforce, and if employees cannot understand the why change is made or how it supports their desire to satisfy player expectations and the Province, the results could impact the health of the organization.

To help assess the current strengths and potential threats that might impact the organization's desire to become more agile, BCLC hired TELUS Transformation Office (TTO) to conduct an organization-wide Culture Assessment. The assessment intended to accurately baseline the current state of culture at BCLC and to provide a series of recommendations that positively and effectively help BCLC to introduce, execute and manage a change in strategy.



Your Voice 2019, BCLC's Employee Survey Comprehensive Report

MARCH 2019



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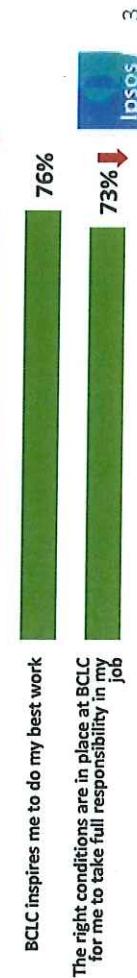


EXECUTIVE SUMMARY

The BCLC Employee Engagement Index has softened in 2019.

- After reaching a high of 87% in 2017, the EEI has since declined to 83% this year.
- While none of the attributes within the EEI have improved in 2019, half of the attributes have dropped significantly year-over-year, including:
 - *BCLC continuously innovates to provide players with an outstanding gaming experience (down 7 percentage points (PP))*
 - *The right conditions are in place at BCLC for me to take full responsibility in my job (down 7PP)*
 - *The way BCLC operates is in alignment with its values (down 4 PP)*
 - *If asked, I would assure friends and relatives that they can have trust and confidence in the games offered by BCLC (down 3 PP) – still this statement remains the highest scoring attribute within the EEI at 95%.*

- Employee engagement is highest within Audit Services (95%), Finance & Corporate Services (88%), Social Responsibility & Communications (87%), Lottery Gaming (86%) and Human Resources (85%).



EXECUTIVE SUMMARY

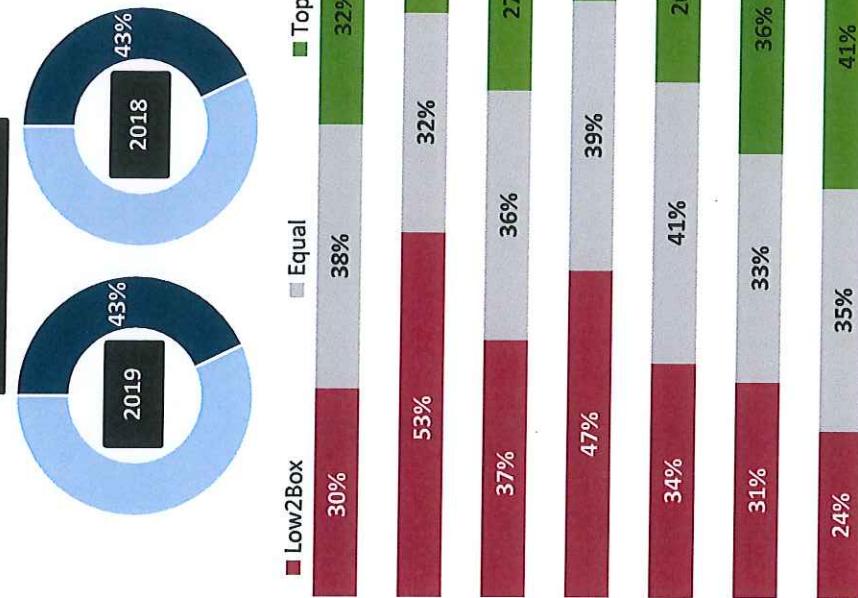
The Agility Index is stable in 2019.

- In 2019, the Agility Index for BCLC is 43%, same as in 2018.

Among the attributes measured, BCLC is most likely to be perceived as Open to change (41%) and Open (36%), but also Bureaucratic (53%) and Risk Avoiding (47%).

- There were no significant increases nor decreases in perceptions on these attributes.

The Audit Services division achieves the highest Agility Index score (75%), followed by Finance & Corporate Services (56%), Legal, Compliance & Security (55%), and Social Responsibility & Communications (54%), while the Executive division provided the lowest Agility Index score (20%).



EXECUTIVE SUMMARY

The Employee Experience Index remains on par with 2018.

- With a score of 83% this year, the Employee Experience Index continues to hold steady (84% in 2018 and in 2017).

While no attributes have declined significantly year-over-year, the score for usefulness of the feedback on performance over the past year has softened, but remains strong (88% in 2019 vs. 91% in 2018).

However, the score for *I have opportunities to provide input into decisions that affect my work* has improved significantly this year (87% vs. 82% in 2018).

The top scoring attributes this year are *BCLC consistently conducts business in a fair, honest and trustworthy manner* (90%) and *My role is a good fit with my skills* (90%), while *Recognition is given in a personal and meaningful way* (65%) continues to be the attribute for which there is the greatest opportunity for improvement.

- The Employee Experience Index is strongest within Audit Services (92%) and weakest in Casino & Community Gaming (74%).



Employee Experience Index



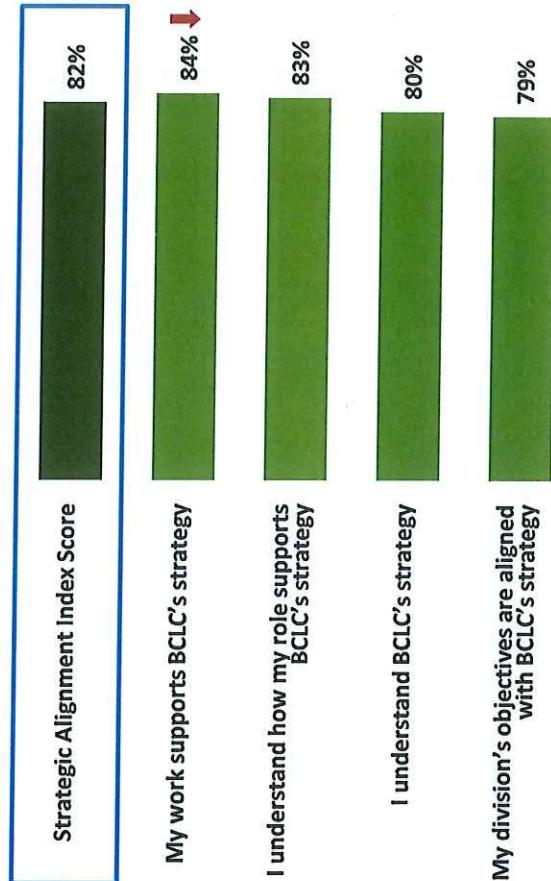
EXECUTIVE SUMMARY

The Strategic Alignment Index remains similar to 2018.



Strategic Alignment Index

- In 2019, the Strategic Alignment Index is comparable to last year (82% vs. 85% in 2018).



EXECUTIVE SUMMARY

The Cultural Drivers Index has softened year-over-year.

- The Cultural Drivers Index in 2019 is 70% for BCCLC overall vs. 74% in 2018.
- This directional decline is tracing to 2 out of the 4 attributes that experienced significant drops this year:
 - *BCCLC has a culture of building trust* (72%, down 8 percentage points (PP))
 - *Change is widely embraced* (56%, down 6 PP)
- At a divisional level, the Cultural Drivers Index is strongest within Audit Services (88%) and Finance & Corporate Services (80%), and weakest among Digital & Enterprise Services (53%) and Executive (55%).

Cultural Drivers Index

